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FILE O-4X1

15 APR 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Data Processing Personnel Problem

1. Attached are two documents for your information.
2. The Chief, Position Management and Compensation Division prepared a study of computer activities in the Agency, with comparisons elsewhere in Government and industry. The total study is in Mr. [redacted] hands to use in the work of the committee you propose. The attached papers are the covering memorandum and Tab A of the PMCD study.
3. The study is an excellent starting point for the committee's work and its conclusions and recommendations may be but an anticipation of the committee's findings.

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[Redacted]
Deputy Director of Personnel

Attachments: A/S

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1 APR 1966

MEMORANDUM FOR: Deputy Director of Personnel
SUBJECT : Computer Activities

1. In response to your inquiry as to comparability and current status of the Agency computer activity, in terms of position allocations, personnel, attrition, recruitment, and competitive position in-house, between agencies, and with industry, we have compiled the attached data. From this data we can draw the following general conclusions:

- a. Within the Agency we have position grade allocation balance.
 - b. We are competitive with other agencies, and have a relatively low attrition rate.
 - c. At present we can compete in lower and middle range with industry, using in some cases the advanced rates for critical categories.
 - d. In the lower and sub-middle levels of recruitment for programmers (nonscientific) our demand for college graduates should be modified to permit entrance of outstanding high school and/or technical school graduates.
 - e. Console operator trainees and EAM type personnel from high school and technical school sources should be sufficient in terms of qualifications.
 - f. Greater effort should be made in-house to obtain from Agency components persons trained and experienced in O & M, planning, research, analysis, etc. activities who might be interested in and suitable for systems analyst jobs.
 - g. Within the Agency each computer activity is a separate entity in all aspects of personnel management.
2. It is recommended that consideration be given to the following:
- a. Establish a single career service for computer personnel within the Agency.
 - b. Set standard promotion time-in-grade criteria, and entrance levels.

c. Provide for full rotation, reassignment, and promotion opportunities among the several computer organizations, regardless of Directorate.

d. Examine qualifications requirements to determine where college graduates, technical school graduates (2 years) or less, high school graduates, or less could be utilized.

e. Initiate in-house solicitation of personnel for programing and systems analyst openings. This would apply to surplus personnel, to those faced with lower grade assignments due to loss of functions, and to those who desire to advance to higher grade levels but are stymied in their present job.

f. Review job structuring to see if additional positions at lower levels and with lower qualifications requirements could be utilized effectively.



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Chief, Position Management & Compensation Division

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COMMENTS AND OBSERVATIONS

1. Salary and other administrative data was obtained from telephone contacts and personal visits with representative Federal agencies and industry sources. In addition, pertinent information was available in salary surveys published by the American Management Association and the System Development Corporation.
2. The prevailing salaries in industry at all levels of work for computer programmers (business applications) are slightly higher than Agency salary levels. The use of advanced in-hiring rates for business programmers should be considered in the event of an unsuccessful recruitment effort at present salary levels, or a sharp increase in attrition.
3. The grade and salary structure for scientific programmers (mathematicians) and systems analysts in major ADP installations of the Agency is substantially competitive with prevailing salaries for counterpart positions in industry and other Federal agencies.
4. Industry salaries for computer operators at journeyman and higher levels are substantially higher than counterpart levels in the Agency. The recruitment and retention of computer operators poses no major problem in the Agency; therefore, advanced in-hiring rates are not recommended at this time.
5. Industry salaries nation-wide for tabulator operators (EAM) have a substantial competitive advantage over grade levels established for counterpart positions in the Agency. However, no evidence exists of large-scale losses to industry of Agency EAM operators. Therefore, advanced in-hiring rates are not recommended at this time for this occupation.
6. Industry median salaries in the East for business and scientific programmers in a research activity are slightly higher than the national median salary for such positions. The use of advanced step rates through GS-11 for scientific programmers in the Agency prevents any salary lag.
7. With the exception of OCS, the attrition rate for computer programmers and systems analysts during calendar year 1965 was normal. The resignation of programmer/analyst employees from OCS was due primarily to (a) lack of rapport between management and the worker level, (b) phase-out of a pioneer computer system (RCA 501), and (c) preference given to college trained employees for promotions.
8. The one-grade promotion policy as it affects data processing personnel through GS-11 places the Agency at a competitive disadvantage in relation to current promotion practices in other Federal agencies and in industry. The time-in-grade requirement for one grade promotions should be reduced uniformly from one year to six months in all ADP installations of the Agency through GS-11 for programmers, mathematicians, and systems analysts.

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9. The data processing centers of the Agency are mutually exclusive in terms of utilization of personnel resources. Thus, disparities in rate of advancement, training, and career development are apparent. A top management study should be conducted to determine the feasibility of a single career service for data processing personnel which would permit cross training and assignment on a variety of computer systems, and uniform promotion and hiring practices.

10. Established grade levels for data processing positions are generally uniform among the several components of the Agency having a sizeable ADP and/or EAM activity. The absence of a GS-09 Senior Computer Operator level in RI Division/ADP Branch is a noteworthy exception.

11. In summary, problems encountered in the Agency recruitment and retention of data processing personnel are not caused by conservative grade patterns, but rather, could stem from hiring and promotion policies that are not competitive with industry and other Federal agencies.

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